



OCB on Employee with Job Satisfaction as Mediator of Leadership and Organizational Climate

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ABSTRAK

Perilaku Kewarganegaraan Organisasional penting bagi perusahaan karena mendorong lingkungan kerja yang kolaboratif dan suportif, meningkatkan kerja sama tim, dan meningkatkan moral karyawan. Dengan mendorong karyawan untuk melihat lebih jauh dari deskripsi pekerjaan formal mereka. Tujuan penelitian ini adalah menganalisis OCB pada karyawan dengan kepuasan kerja sebagai mediator kepemimpinan dan iklim organisasi. Penelitian eksploratif ini menggunakan metode deskriptif kuantitatif yang berbasis pada pola hubungan yang menggambarkan hubungan sebab akibat antar variabel. Populasi dalam penelitian ini adalah seluruh karyawan yang berjumlah 53 karyawan. Teknik pengambilan sampel yang digunakan adalah non-probability sampling dengan teknik sampling jenuh. Metode pengumpulan data dengan angket. Instrumen pengumpulan data dengan lembar angket. Teknik analisis data dengan statistik inferensial. Hasil penelitian menunjukkan bahwa kepemimpinan, iklim organisasi, kepuasan kerja berpengaruh terhadap OCB dan kepuasan kerja dapat memediasi pengaruh kepemimpinan dan OCB. OCB mengarah pada produktivitas yang lebih baik, peningkatan layanan pelanggan, dan budaya organisasi yang lebih positif. Perilaku proaktif ini juga mendorong fleksibilitas organisasi, mengurangi pergantian karyawan dan biaya operasional, serta memperkuat reputasi perusahaan. Pada akhirnya, OCB berdampak pada keberhasilan dan keberlanjutan perusahaan dengan menciptakan tenaga kerja yang lebih terlibat dan termotivasi.

ABSTRACT

Organizational Citizenship Behavior is essential for companies because it encourages a collaborative and supportive work environment, improves teamwork, and improves employee morale by enabling employees to look beyond their formal job descriptions. This study aims to analyze OCB in employees with job satisfaction as a mediator of leadership and organizational climate. This exploratory study uses a quantitative descriptive method based on a pattern of relationships that describes the causal relationship between variables. The population in this study was all 53 employees. The sampling technique used was non-probability sampling with a saturated sampling technique. Data collection method with a questionnaire. Data collection instruments with questionnaire sheets. Data analysis techniques with inferential statistics. The study's results indicate that leadership, organizational climate, and job satisfaction affect OCB, and job satisfaction can mediate the influence of leadership and OCB. OCB leads to better productivity, improved customer service, and a positive organizational culture. This proactive behavior encourages organizational flexibility, reduces employee turnover and operating costs, and strengthens the company's reputation. Ultimately, OCB impacts the company's success and sustainability by creating a more engaged and motivated workforce.

1. INTRODUCTION

The role of main power in an organization is very crucial because they are the main force of the organization, this is the basis so that each individual is required to provide the best quality of work they have. In the context of an organization that involves many people, employees are expected not only to focus on their own achievements but to prioritize the achievement of the organization in general by working together, willing to voluntarily help their colleagues if they have difficulty in completing existing tasks even though the job is not their main responsibility, or what is commonly known as the concept of OCB ([Anggraini](#)

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& Fatmadona, 2018; Asbari et al., 2020). OCB is voluntary behavior exhibited by employees that is not specifically acknowledged by the formal reward system, but which contributes to the effective functionality and success of the organization. The behaviors go beyond the basic job requirements and include actions such as helping colleagues, showing initiative, and being willing to go the extra mile for the organization (Asbari et al., 2020; Suratman et al., 2021). OCB can help an organization to improve its performance and gain a competitive advantage by providing motivation to employees to do work that goes beyond the formal job requirements required (Suratman et al., 2021). One of the steps taken by organizations in an effort to improve OCB behavior is to pay attention to the factors. There are several factors that influence OCB, including leadership and organizational climate.

Leadership has an important role in encouraging OCB by setting a positive example and creating an environment where employees feel valued and motivated to go beyond their formal duties. Effective leaders encourage OCB through supportive communication, recognition, and by promoting a culture of trust and collaboration. Based on research stated that leadership had a positive effect on organizational citizenship behavior (OCB) (Asbari et al., 2020; Purwana et al., 2021; Saputra et al., 2018). A positive leadership style will encourage employees to do work beyond their formal duties voluntarily and will be always support organization's success with all their abilities. So it can be concluded that leadership is important for the creation of OCB. However, research found different results, it was no influence between leadership and OCB (Arifiani et al., 2020).

The next factor that influences OCB is organizational climate. Organizational climate describes the shared perception of the work environment within the organization and significantly influences OCB by shaping employees' attitudes and willingness to engage in voluntary and supportive actions beyond their formal job roles (Wahyu et al., 2019). Research states that organizational climate has a positive effect on OCB. Each organization certainly has a different organizational climate, therefore it is necessary to create a conducive organizational climate because the organizational climate is related to personal perceptions, namely depend what the company has provided and can be used as a basis for determining employee behavior in the future (Nabilla & Riyanto, 2020; Soelton, Noermijati, et al., 2020; Soelton, Visano, et al., 2020; Wardono et al., 2022; Yusnita et al., 2021). However, based on studied found that organizational climate had no effect on OCB (Riyanto et al., 2021; Wahyu et al., 2019).

Job satisfaction is another factor that needs to be considered to achieve OCB. In Job satisfaction can be said to be a feeling of happiness that employees experience towards their work. Employees who have high job satisfaction will work hard in finishing their to do list and do other things outside of their work and of course will create an OCB attitude that can have good impact on company. This is in consistent with several studies that job satisfaction has a positive effect on OCB behavior therefore satisfied employee will voluntarily do more in their work (Asbari et al., 2020; Purwana et al., 2021; Soelton, Noermijati, et al., 2020; Yusnita et al., 2021). The purpose of this study is to analyze OCB in employees with job satisfaction as a mediator of leadership and organizational climate.

2. METHOD

This research aims to overcome problems based on existing phenomena. This exploratory study uses a descriptive-quantitative method based on relationship patterns that describe cause and effect relationships between variables. Leadership and organizational climate function as exogenous variables, job satisfaction as a mediator, and OCB functions is an endogenous variable. Population were all the employees of PT Balideva Bintang Sejahtera, in total 53 employees. Sampling technique used was non-probability sampling with saturated sampling . Data collection method with questionnaire. Data collection instrument with questionnaire sheet. Questionnaires were given to all employees of PT. Balideva Bintang Sejahtera, previously tested the instrument through validity and reliability tests on 30 respondents. All question items have a coefficient value of ≥ 0.3 so they are declared valid and have a Cronbach's alpha correlation coefficient value ≥ 0.6 so it is declared reliable. Identification Variable Study showed in Table 1. Data analysis techniques with inferential statistics.

Table 1. Identification Variable Study

Variable	Indicator	Note	Source
Endogenous (Criterion): OCB	Altruism	OCB1	(Soelton, Visano, et al., 2020)
	Conscientiousness	OCB2	
	Sportsmanship	OCB3	
	Courtesy	OCB4	
	Civic Virtue	OCB5	
Exogenous (Predictor):	How to communicate	LS1	(Sinambela, 2019)

Variable	Indicator	Note	Source
Leadership (LS)	Providing motivation	LS2	(Wirawan, 2021)
	Leadership ability	LS3	
	Decision-making	LS4	
	Positive power	LS5	
	Exogenous (Predictor):	Responsibility	
Organizational Climate (OC)	Identity	OC2	
	Warmth	OC3	
	Support	OC4	
	Conflict control	OC5	
	Mediation (Mediator):	The job itself	
Job satisfaction (JS)	Wages	JS2	
	Supervision	JS3	
	Promotional opportunities	JS4	
	Work colleague	JS5	
	Working conditions	JS6	

3. RESULT AND DISCUSSION

Result

The identification of respondents presented in this study is divided by gender, age, and education. Based on the questionnaire that was distributed to 53 respondents, it was found that 75.5% of the employee at PT. Balideva Bintang Sejahtera were male and 24.5% were female; 67.9% were 21–30 years old and 32.1% were 31–40 years old; 60.4% with final high school education, 20.8% Bachelor (S1), 17.0% Diploma (D3), and 0.9% (SMP). Respondent Characteristics showed in Table 2. Outer Loading Evaluation Results showed in Table 3. Results \sqrt{AVE} and Variables Correlation showed in Table 4. Result Composite Reliability and Cronbach Alpha showed in Table 5. R-Square(R^2) and AVE Calculation Results showed in Table 6.

Table 2. Respondent Characteristics

Characteristics	Number (n)	Percentage (%)
Gender		
Man	40	75.5
Woman	13	24.5
Total	53	100
Age (years)		
21 - 30	36	67.9
31 - 40	17	32.1
Total	53	100
Last education		
SMP	1	1.9
SMA	32	60.4
Diploma	9	17.0
S1	11	20.8
Total	53	100

Table 3. Outer Loading Evaluation Results

	Indicator	Outer Loading Coefficient	P values
Leadership(LS)	LS 1	0.756	0.000
	LS2	0.861	0.000
	LS3	0.837	0.000
	LS4	0.775	0.000
	LS5	0.879	0.000
Organizational Climate(OC)	OC1	0.819	0.000
	OC2	0.798	0.000
	OC3	0.854	0.000
	OC4	0.801	0.000
	OC5	0.880	0.000

	Indicator	Outer Loading Coefficient	P _{values}
Job Satisfaction(JS)	JS1	0.724	0.000
	JS2	0.760	0.000
	JS3	0.865	0.000
	JS4	0.831	0.000
	JS5	0.732	0.000
	JS6	0.832	0.000
Organizational Citizenship Behavior (OCB)	OCB1	0.835	0.000
	OCB2	0.735	0.000
	OCB3	0.885	0.000
	OCB4	0.784	0.000
	OCB5	0.918	0.000

Table 4. Results \sqrt{AVE} and Variables Correlation

	AVE	\sqrt{AVE}	Correlations			
			LS	OC	JS	OCB
Leadership(LS)	0.677	0.823	0.823			
Organizational Climate(OC)	0.690	0.831	0.780	0.831		
Job Satisfaction(JS)	0.628	0.792	0.978	0.785	0.792	
Organization citizenship behavior(OCB)	0.696	0.834	0.599	0.606	0.611	0.834

Table 5. Result Composite Reliability and Cronbach Alpha

Variable	Composite_Reliability	Cronbach_Alpha
Leadership(LS)	0.882	0.880
Organizational Climate (OC)	0.889	0.888
Job Satisfaction (JS)	0.888	0.880
Organization citizenship behavior (OCB)	0.921	0.890

Table 6. R-Square(R²) and AVE Calculation Results

Variable	R-Square(R ²)	AVE
Leadership (LS)	0,000	0.677
Organizational Climate (OC)	0,000	0.690
Job Satisfaction (JS)	0.415	0.628
Organization citizenship behavior (OCB)	0.958	0.696

Table indicate that the value of R² for leadership (LS) and organizational climate(OC) for job satisfaction (JS) is 0.415, which means that job satisfaction is 41.5% influenced by leadership and organizational climate, and the remaining 58.5% is influenc by other possibility. R² value of 0.415, categorized as a moderate model. The R² value of 0.958, indicated for the influence of leadership (LS), organizational climate(OC), and job satisfaction(JS) on OCB. Means 95.8% of OCB is affect by leadership(LS), organizational climate(OC) and job satisfaction(JS), the remaining 4.2% is the influence of other factors. R² value of 0.958 is described in the strong model category. Q-Square(Q²) calculation results showed in Table 7.

Table 7. Q-Square(Q²) Calculation Results

Structural-Model	Variable	R-Square
1	Job Satisfaction(JS)	0.415
2	Organization citizenship behavior (OCB)	0.958
Calculation :		
$Q^2=1- [(1- 0.415^2) (1- 0.958^2)]$		
$Q^2=1- [(0.828) (0.082)]$		
$Q^2=1- 0.068$		
$Q^2=0.932$		

Q² value 0.932 indicates that 93.2% of the research model should be explain with the relationship of the variables in the research, and 6.8% is explained by other factors. This model is relatively strong. GoF

value (0.68), then this model is categorized as a strong model. So it can be said that the model is progressively getting better. Direct Effect Testing showed in [Table 8](#). Mediation Testing showed in [Table 9](#).

Table 8. Direct Effect Testing

Model	Path Coefficient (Bootstrapping)	TStatistics	PValues	Remark
LS→OCB	0.942	11,873	0,000	Significant
OC→OCB	0.832	9,413	0,000	Significant
LS→JS	0.934	11,824	0,000	Significant
OC→JS	0.513	2,065	0.048	Significant
JS→OCB	0.997	12,063	0,000	Significant

Table 9. Mediation Testing

Mediation Variables	(a)	(b)	(c)	(d)	Remark
LS →JS→OCB	0.931 (Sig)	0.942 (Sig)	0.934 (Sig)	0.997 (Sig)	partial mediation
OC→JS→OCB	0.511(Sig)	0.832 (Sig)	0.513 (Sig)	0.997 (Sig)	partial mediation

Discussion

Leadership (LS) is proven to be positively and significantly affect OCB. This is indicated by a positive coefficient path of 0.942 with value of T-stat=11.873 and p-value 0.000. So it can be declared that the more good the leadership, OCB will increase. This result meaning that the more good leadership is, the OCB attitude of employees at PT Balideva Bintang Sejahtera will increase. Leadership with good abilities and skills can influence subordinate behavior, where this behavior can be evaluated through the OCB attitude of employees or subordinates. The better the attitude of a leader towards his employees will affect employee behavior in a positive direction and increase OCB attitudes which will affect the performance of the organization or company ([Purwana et al., 2021](#)). A leader can be a model for subordinates and can increase OCB attitudes in several ways. Leaders who can provide examples of OCB attitudes will motivate employees or subordinates to do this too ([Asbari et al., 2020](#)). The results of this study support research which announce that leadership has a effect on OCB ([Asbari et al., 2020](#); [Purwana et al., 2021](#); [Saputra et al., 2018](#); [Wahyu et al., 2019](#)).

Organizational climate(OC) is proven to positively and significantly affect OCB. This is indicated by a positively valued coefficient path of 0.832 with value of T-stat=9.413 and p-value 0.000. So it can be declared that the better the organizational climate, the more OCB will increasing. This means that the more good of organizational climate, OCB attitude of employees at PT Balideva Bintang Sejahtera will increase. Generally good organizational climate, organizational members feel more better to carry out their organizational duties beyond what is stated in the work description, and can be continuously to support organizational goals if organizational members are demanded by organizational leaders sportingly and with awareness and believe that organizational members are serve fair from the organization/company. Employees who have a positive attitude about the internal climate of organization will be related to an increase in the employee's OCB attitude ([Ade et al., 2023](#)). The results of this study favor research this organizational climate has effect on OCB ([Nabilla & Riyanto, 2020](#); [Soelton, Visano, et al., 2020](#); [Wardono et al., 2022](#); [Yusnita et al., 2021](#)).

Leadership (LS) is proven have a positively effect on job satisfaction (JS). This is indicated by a positively coefficient path of 0.934 with value of T-stat=11.824 and p-value 0.000. It can be stated that the better of leadership, job satisfaction will increase. This means the better of leadership, job satisfaction at PT Balideva Bintang Sejahtera increases. Leadership is a critical factor in providing direction to employees. Leadership that can motivate employees is leadership that can fosteremployee self-efficacy in bringing out their respective duties. The selection of the right leadership style applied to subordinates will have an impact on the job satisfaction of PT Balideva Bintang Sejahtera employees. Employee job satisfaction can be shown by several aspects, namely attendance, responsibility for work and positive or negative reactions to organizational policies. The results of this study support research that leadership has a direct effect on job satisfaction ([Arifiani et al., 2020](#); [Chen, 2020](#); [Sucuoğlu & Uluğ, 2022](#); [Syuhaily et al., 2022](#))

Organizational climate(OC) is proven have effect on job satisfaction (JS). This is indicated by a positive coefficient path of 0.513 with value of T-stat=2.065 and p-value 0.048. From the results that have been obtained, it can be inform, the better of organizational climate, so job satisfaction will increasing. This means the better of organizational climate, the more employee job satisfaction at PT Balideva Bintang Sejahtera will improve. Organizational climate is a concept recognized by managers as closely related to achievement and job satisfaction, to get more satisfaction and better achievement usually requires improving the organizational climate. An organizational climate that is perceived as being unpleasant will

make employees feel that their work environment does not create an atmosphere that brings employees to optimize job satisfaction. From the research findings, an organization must pay attention to the organizational climate to increase employee satisfaction (Soelton, Visano, et al., 2020). When the work environment provides a feeling of comfort and security, employees will feel satisfaction at work. The research results support and the results of their research show that there is a direct effect between organizational climate on job satisfaction(JS) (Nugroho et al., 2020; Soelton, Visano, et al., 2020; Wardono et al., 2022).

Job satisfaction(JS) is proven has positively effect on OCB. This is reflected by the positive coefficient path of 0.997 with value of T-stat=12.063 and p-value of 0.000. From the results that can be stated the more job satisfaction(JS) increases, the more OCB will increase. This means that the more job satisfaction, the higher the OCB attitude of employees at PT Balideva Bintang Sejahtera. When employees begin to feel satisfied with their work, they will voluntarily form OCB attitudes, for example by helping other employees whose work has not been completed (Fitrio et al., 2019). This is in same with statement in studied that job satisfaction is one of the important crucial factors in shaping OCB (Yusnita et al., 2021). The research results support studies which state that job satisfaction has effect on OCB behavior (Asbari et al., 2020; Nabilla & Riyanto, 2020; Purwana et al., 2021; Soelton, Visano, et al., 2020; Wahyu et al., 2019; Yusnita et al., 2021).

Job Satisfaction(JS) is possible to mediate the influence of Leadership(LS) on OCB. This result is reflected in the mediation test done, it can be seen that the effect of (a),(b),(c), and(d) number is significant. This mean the more job satisfaction influenced by leadership, the more OCB attitudes of employees at PT. Balideva Bintang Sejahtera. An employee who feels that his leader can appreciate, inspire, motivate, create a working atmosphere and harmonious relationships with superiors and co-workers and understand his needs will tend to feel satisfaction. This satisfaction includes satisfaction with one's superior, one's work, decisions and leadership policies, which will encourage the realization of an OCB attitude. This situation makes employees feel happy and willing if they do work beyond their basic duties, help each other in their work and always defend and talk positively things about their organization (Supriyanto et al., 2020).

Job Satisfaction(JS) is possible to mediate the indirect effect of Organizational Climate(OC) on OCB. This result is reflected in the mediation test done, it can be seen that the effect of (a),(b),(c), and(d) number is significant. This means t the more of job satisfaction which is influenced by the organizational climate, the more higher of the OCB at PT. Balideva Bintang Sejahtera. Employees who are in a company environment by positively organizational climate(OC) will feel more willing to do their job beyond the demands of the job description, and will always support the organizational objectives. This makes employees feel satisfied with their work, satisfying employees can contribute more because they respond to their positive feelings and create OCB attitudes (Anggraini & Fatmadona, 2018).

From this studied can be used by organizations/company in an effort to improving their employees' OCB attitudes. In connection with this, the management of PT. Balideva Bintang Sejahtera should to pay more attention to the application of these variables. From the leadership, positive power is the most influential indicator so that the leadership of PT. Balideva Bintang Sejahtera needs to increase the feeling of safety and comfort for employees while working. In the organizational climate variable, the conflict control indicator is the most influential. In this case, controlling the ongoing conflict at PT. Balideva has been running well, employees have the opportunity to express opinions if there are differences of opinion. In the job satisfaction variable, supervision is the most influential indicator. This indicates that the leadership of PT. Balideva Bintang Sejahtera needs to increase supervision of employees while working so that employees can work more focused and in accordance with applicable SOPs. Limitations that can be discussed from this research are the time to conduct the study which is relatively short and the small number of participants. The sample in the study was limited to employees of PT Balideva Bintang Sejahtera only. Further research should be carried out in several companies with the same and similar business sectors so that the coverage is broader.

4. CONCLUSION

Seven deductions that could be extracted from this research case. First, leadership has a significant positive effect on OCB. Second, organizational climate has a significant positive effect on OCB. Third, leadership has a significant positive effect on job satisfaction. Fourth, organizational climate has a significant positive effect on job satisfaction. Fifth, job satisfaction has a significant positive effect on OCB. Sixth, job satisfaction is capable of mediating the indirect effect of leadership on OCB with the nature of partial mediation. Seventh, job satisfaction is able/possibly to mediating the effect of organizational climate on OCB (partial mediation).

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